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# Intermountain Reporter

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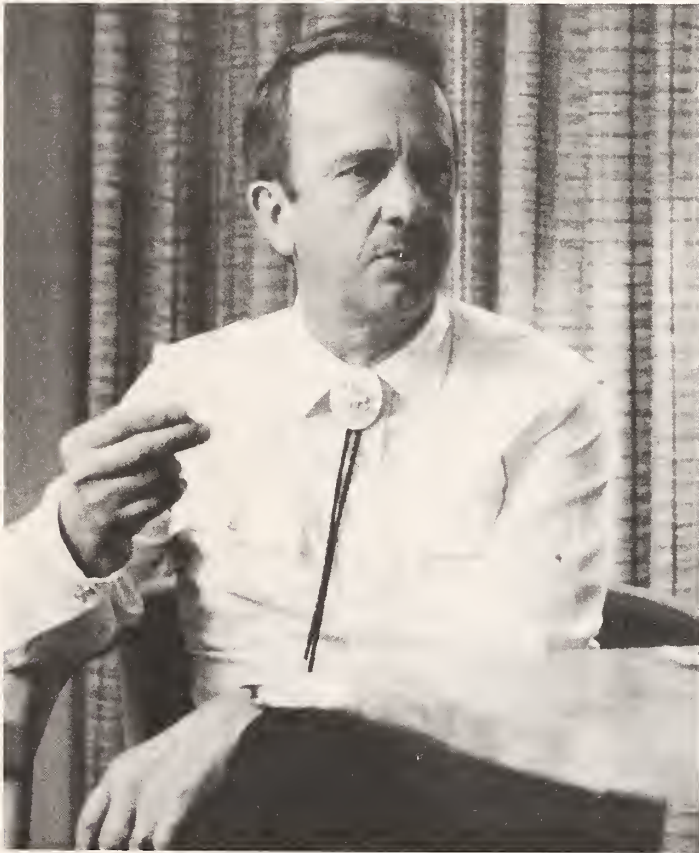
• Ogden, Utah

• APRIL 1991

## TQM

## Reform of a Self-Proclaimed Autocrat

*Change is never easy and TQM is no exception. But, it's easier in an open environment. The Regional Public Affairs Office has committed to improving openness and candor in Region 4. Towards that end, the Intermountain Reporter will include occasional "leadership profiles," sharing the stories and struggles of people around the Region who are changing the organization—and themselves. This is the first. The Regional Public Affairs staff will write some profiles but contributions are also welcomed. For more information, contact Editor Colleen Anderson or Cindy Chojnacky in the Regional Public Affairs Office.*



Jim Nelson, Forest Supervisor of the Toiyabe National Forest.

Jim Nelson does everything wholeheartedly. The Toiyabe National Forest Supervisor says, "I hurl myself at things with abandon. I don't stick my toe in the pool. I jump in."

So, when Total Quality Management (TQM) came along, Jim jumped in and dragged the Toiyabe along with him. He volunteered for the Regional Quality Steering Team—which means a personal investment of time and energy and a commitment of already stretched-to-the-limit Forest funds to cover monthly trips to Ogden for Team meetings. The Toiyabe immersion includes three TQM facilitators, a "steering team" on every District, an annual quality plan, and several Forest-wide quality improvement projects. All employees have been trained in TQM and most in a number of other TQM "tools"—interactive decisionmaking, planning and measurement, and problem solving.

"I have very selfish motives," admits Jim. "In my mind, there are only two important levels of the Forest Service—the Washington Office and the ground. Yet most of the money goes to the middle. I estimate that only 15 cents of each appropriated dollar reaches the District. I don't believe we need that padding between us and the Washington Office and I see TQM as a way to change and streamline the Forest Service bureaucracy."



# TQM

"I am trying to run the Toiyabe National Forest with half the money needed to do a reasonable job of stewardship. With no timber program, increasing fixed costs and a projection of continual low budgets, the future looks no better than the status quo. As I searched for a vehicle to reverse or change the Forest's destiny, TQM hit the Regional scene. I knew that if anything could bring the needed changes, TQM was it."

But, possibly the greatest effect of TQM has been on Jim himself. One thing TQM stresses is that management commitment is essential. "As I was exposed to new ideas on quality, I started to see that the old autocratic way of doing things—which I was very good at—wasn't effective," Jim admitted.

Jim recently went to an executive awareness session in North Carolina to help him understand, and maybe adjust, his "driving" management style. Members of his leadership team also have agreed to attend that session. "If you don't have yourself figured out internally, forget about external customer service," Jim maintains. "Managers have to set the example. If they can't practice what they preach, people are going to see it and withhold commitment."

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***"People tell me I've changed," Jim says. "I have learned to be a better listener. I found out that a group can make a better decision than a manager can from his lofty sphere."***

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I made great and glorious decisions, then nothing happened because there was no commitment to them. Getting prior input takes time and often the ultimate decision is different—and often better—than my decision would have been." Jim has found that the more he involves employees up front, the less he has to be involved in making things happen.

TQM has made Jim see more clearly the advantages of consensus and of listening to people's ideas, notes Doyle Hanks, Assistant Fire Management Officer. "Jim is very competitive. He has to be the best. That includes having the Toiyabe recognized as a top-quality organization. There have been times in the past when Jim felt that his way was the way it needed to be done."

"Jim is personally committed to TQM," observes Tom Wagner, Toiyabe TQM

Facilitator. "In Region 4, we're organizationally committed to it but many people aren't personally. Because Jim wants the Toiyabe to be out in front, I feel I have the respect of the leadership team and that makes my facilitator role much easier." "If there's a down side," Tom adds, "it's that we have trouble keeping up with him. Jim has so much enthusiasm. People can only take so many new ideas."

Tom notes that Jim is trying a more participative management style. "That's difficult when middle managers are used to 'the boss' operating in a different way. Participative management means slower decisions and we're struggling with that now. I think the internal turmoil we'd expected from TQM changes is just beginning."

"Jim gets a little frustrated because some individuals aren't readily accepting TQM," says Susan Martinez, Nelson's secretary for the past year. "I keep reminding him that it's a great concept and it will work. It just takes time and people need to see some small accomplishments."

"I see some definite improvements," notes Cece Stewart, Toiyabe Information Assistant. "He has directed his Staff to be more supportive of their people. We didn't have that before. I think he involves more people in decisions than he used to but there is still room for improvement. I think Jim's support is directed more to the upper levels. I don't think he has been aware of the GS-2, 3, 4, and 5's. I do see that slowly changing."

Accounting Technician Georgia Higgins says, "Jim's really working at trying to change."

Some employees feel that the Toiyabe's work environment is cold and unfeeling with a lot of ongoing cliques. They feel this is a Forest where top-down management still persists. The Toiyabe's vast distances don't help those problems. Some Districts are 500 miles away from the Supervisor's Office and some District personnel are used to seeing Jim

only once or twice a year.

"I've always had a problem of not making a good first impression," Jim says. "When people get to know me, that first impression changes." Furthermore, he has had a Forest legacy to overcome. "When I first came to the Toiyabe, we had very significant problems including alcoholism and some vegetating members of the primary staff. Now, I would probably deal more gently with those problems than I did then. Then I removed or moved some 60-70 people."

"A lot of people came to the Forest with a pretty grim mental picture of me. Some still carry that around."

Jim admits he is impatient and, at times, regresses. At a recent meeting, "I found someone offensive. I reacted the old way; I nailed him to the wall and then walked out of the room. Typical me." Outside, Jim realized he had blown it. Change is not easy. Did he walk back in? "No. I had to catch a plane, but I did go to the employee and apologize later."

"TQM is going to help me overcome that type of reaction," Jim notes. "I'm doing a lot more management by wandering around. I feel we have a good esprit d' corps on the Toiyabe which is really three Forests in one, each one different. That's unique. People work hard here and it's a dynamic, challenging place to work."

Jim says, "This Agency is old and very resistant to change. We think we know what the public needs but that attitude isn't working for us. We have to learn to be receptive to change. Even though I like change, at times, I, too, resist it. We need to catch up with the times."

"Change is difficult because it makes us uncomfortable, but change is essential."

Cindy Chojnacky  
Public Affairs  
Regional Office



Cindy Chojnacky interviews Jim Nelson, Forest Supervisor of the Toiyabe National Forest, for the first in a series of "leadership profiles in change."





# Prescribed for Forest Service "Midlife Crises"

**T**he Forest Service, like any organization, has gone through the same growth process people do—birth, infancy, adolescence and young adulthood, according to Dr. James Kennedy.

Total Quality Management (TQM) can help bring the Forest Service through the midlife crisis it's been in since the 1960's.

Kennedy, a Utah State University professor who has studied Forest Service employee values, spoke to members of the Regional Office Employees Quality Steering Team (ROE-QST) in February. ROE-QST had asked Kennedy to provide an "outsider's" view of TQM, based on responses and comments ROE-QST had received from Regional Office employees over the last 9 months.

Kennedy prefaced his remarks with some Forest Service history. When the Agency was formed, the mood of the country was to build, expand and develop the land. The United States was shifting from an agricultural to an industrial stage of socioeconomic development. Land conservation was foreign to American thinking. People in the late 1800's thought land was unlimited and there would ALWAYS be more timber, rivers, land, etc. Fortunately, there were a few who disagreed. Gifford Pinchot, one of the most vocal dissidents, was the first Forest Service Chief.

**The men who made up the infant Forest Service were considered "tough-guys." ("The weak need not apply" was actually a slogan on recruiting posters during that era.)**

Most employees were white male Americans with similar backgrounds and ambitions. Management focus was on renewable resources or, as we know it today, sustainable commodities.

As the years went by, the Forest Service became a very successful organization. No wonder. Everyone involved was going in

the same direction. There was little disagreement and virtually no diversity to "hamper" its success. The Forest Service became an efficient machine that provided the raw products America needed. The military organization, loyalty and emphasis on targets resulted from this mission. The American public viewed the Forest Service as the good guys in the white (khaki) hats. The professionals changed from tough guys to elite, aristocratic foresters. They evolved from being rebels against the system to BE-COMING the system. Everything was going pretty good for the Forest Service.

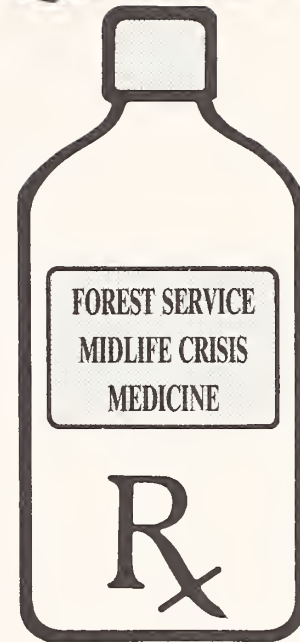
Then, the mood of the American public changed again. The United States was shifting from an industrial to an urban post-industrial society. The sixties brought dissension—everywhere. The Forest Service was starting to lose some of its credibility with the public. No longer was it good enough to cut trees down and then plant new ones. People wanted other forest resources to have as much importance as the trees.

In 1969, the National Environmental Policy Act (NEPA) was signed. NEPA was an attempt to put the Forest Service in touch with what Americans REALLY wanted. It required the Forest Service to:

- open up and justify decisions,
- share power with professional colleagues who are sexually and ethnically diverse,
- and integrate the public.

It also made the Forest Service a little crazy! It had been doing things its way for so long and now it had to deal with and listen to a diverse public. No longer could white male America run the show. The Forest Service was beginning its "midlife crisis."

And now TQM has entered the picture. Kennedy found quite a few "general themes" in employee responses to TQM. Many people are skeptical because they feel the Forest Service is putting all its eggs into one basket, that TQM is being treated as a miracle drug—something that will solve ALL the problems. He also found some distrust. Some feel that TQM will create a new "in-power group" that could generate feelings of unfairness and alienation.



One frequent theme is that employees want to be treated as competent, contributing professionals. They want more communication between all levels. They want to be heard. They want respectful responses. They want to share the power!

They don't want to feel intimidated if they don't agree with everything that is going on. Dr. Kennedy said that sometimes controversy is the truest form of loyalty. It shows that a person really does want things to change. He said feelings of unsureness, apprehension, and loss are normal; they are a part of change. In fact, they are needed for change to occur. We should not become discouraged because of changes. Instead, we should accept them and move on.

For many years, the Forest Service has been trying to get things "right" again; but, the quick fixes never seem to work. TQM is not, and must not become, another quick fix. It is a change of attitude. It is a process that will never be over because we can always improve. We need to learn how to disagree and to deal with confrontation in order for TQM to work. We need to accept its existence and celebrate it!

Ann Allan  
Planning & Budget  
Regional Office

## REGIONAL QUALITY IMPROVEMENT TEAM UPDATE

*This is a brief update on Region 4's six Quality Improvement (QI) Teams—all at various stages in the problem-solving process. Three were ad-hoc efforts rechartered as QI Teams by the Quality Steering Team the summer of 1989. An additional three were chartered last summer, based on Regionwide problems identified by the Regional Leadership Team.*

*After several months of regrouping, learning a new problem-solving process, and using the process to focus on a problem, all three of the initial QI Teams have selected possible solutions to implement. One team will attempt to implement a tool Regionwide and two teams will test their selected solution on pilot units over the next year.*

*"We learned a lot from the first three teams we chartered," noted Total Quality Management Director Dave Blackner.*

*"When we started, we didn't know what a mentor was, what problem-solving process to use, or how to give the Teams clear charters. We really have to commend the first QI Teams for pulling together and coming up with worthwhile projects—in spite of the Quality Steering Team leaning on them." QI Team reports follow:*

### CUSTOMER INVOLVEMENT IN NEPA

**OBJECTIVE:** Look at underlying causes of "poor quality NEPA work" and recommend, test and implement solutions.

**MEMBERS:** Team Leader Dave Hoefer, Planning and Budget; Carl Linderman, Pocatello Ranger District, Caribou; Paul Oakes, Caribou; Chip Sibbersen, Logan Ranger District, Wasatch-Cache; Clyde Thompson, Evanston Ranger District, Wasatch-Cache (now transferred to Flagstaff Ranger District, Coconino). Mentor: Susan Giannettino, Wasatch-Cache.

**STAGE:** Test and implement.

The NEPA Team brainstormed 75 potential problems, pared those to 4 and defined the problem as: "Inadequate customer involvement throughout the NEPA process is a major contributor to appeals, unexpected resistance to decisions and/or unsupportable decisions." The Team ultimately agreed that the root cause is that "scoping and consensus building have not become a way of life in Region 4." That statement encompasses 29 potential root causes revealed after canvassing concerned people, in and out of the Forest Service.

The selected solution: "Institutionalize dialogue with customers throughout the NEPA process." The Team evaluated several training approaches and opted for "Systematic Development of Informed Consent" (SDIC) developed by Hans Bleiker. The workshop, which offers a management strategy for consensus building and a broad range of public involvement tools, addressed 23 of the root causes identified by the NEPA Team. SDIC is widely used throughout the Forest Service, especially by the Bridger-Teton National Forest and Regions 8 and 2.

The team will test SDIC effectiveness on a willing Forest which has a moderate amount of conflict and a full spectrum of resource uses. The Forest leadership team, key specialists and Ranger District principal assistants will receive the training. Customer interviews and other assessment techniques will be used to establish a "baseline level of customer dialogue" which will be monitored a year before the training. Post-training customer dialogue will also be monitored to determine SDIC effects. The Planning and Budget Staff in the Regional Office will provide about \$17,000 (an estimate) to cover the training and monitoring costs. If SDIC helps "institutionalize dialogue," it will be implemented Regionwide.



## MEETING CUSTOMER EXPECTATIONS

**OBJECTIVE:** To identify approaches and techniques to assist in identifying and negotiating customer expectations.

**MEMBERS:** Team Leader George Morris, Manti-La Sal; Mark Van Every, Dixie; Floyd Bartlett, Ashley; Linda McKinney, Moab Ranger District, Manti-La Sal; Lee Bennett, Monticello Ranger District, Manti-La Sal; and Carol Nunn, Spanish Fork Ranger District, Uinta. Mentor (emeritus): Stan Tixier.

**STAGE:** The Team has chosen to test the six-step service management approach developed by Lawrence Bradford and Karl Albrecht, authors of "The Service Advantage." The six steps include: (1) identifying customers, (2) prioritizing customers, (3) primary customer's report card, (4) identifying moments of truth, (5) creating a cycle of service and (6) adding value to the quality of service.

Initially, the Team put together a matrix of various customer feedback methods ranging from focus groups to 800 phone numbers. However, George Morris was so intrigued by "The Service Advantage," he arranged for Bradford to meet with his team members and speak to the Regional Quality Steering Team in February. After that, "we changed our whole approach," Morris noted. Instead of just assuming certain methods will provide customer feedback, Bradford's approach provides ways to prioritize customers based on an organization's vision/mission and to reevaluate organizational structures and services through the eyes of the customer.

## STRENGTHEN ON-THE-GROUND ADMINISTRATION

**OBJECTIVE:** To provide the Quality Steering Team with a prioritized listing, description and recommended action on selected problem statements which are barriers to strengthening on-the-ground administration.

**MEMBERS:** Team Leader Gary Sayer, Toiyabe; John Butt, Planning and Budget, Regional Office; Ray Hall, Range and Watershed, Regional Office; Jim Lancaster, Emmett Ranger District, Boise; Hugh Thompson, Dixie. Mentor: Bob Joslin.

**STAGE:** This problem, nicknamed the "Large Elephant" by the Leadership Team, actually was a cluster of related problems including the need to get more money to the ground, better integrate resource management and improve resource quality.

The Regional Quality Steering Team (QST) commissioned the Team to "chunk the elephant up" into manageable "bites" (improvement projects) and six problems emerged: (1) information overload (too much time at the DG and NOT on the ground!), (2) lack of conformance to standards and guidelines, (3) lack of integrated resource management, (4) lack of priority setting, (5) unknown total costs of needed on-the ground work and (6) funding and organizational structure.

QST agreed the focus should be on four areas Regionwide: (1) effective use of CEO, (2) proliferation of reports, (3) integrated resource management and (4) funding and organizational structure. No teams have been commissioned yet. QST also agreed that priority-setting problems could be addressed at the Forest level through use of Positive Action Requests and training on Congruent Decisionmaking.

Team Mentor Joslin said it probably would have been easier to take on and solve smaller parts of the problems. However, he said the project has created more awareness of the problems—which will focus more attention on the ground and on the customer.

## NEW ORGANIZATIONAL BEHAVIOR TEAM

**OBJECTIVE:** Create a strategy for a work environment which results in empowered people who, in meeting customer expectations, are actively challenging systems, innovating, creating and taking responsible risks.

**MEMBERS:** Team Leader Laura Ferguson, State and Private Forestry, Regional Office; Joe Bistryski, Duchesne Ranger District, Ashley; Tom Contreras, Pine Valley Ranger District, Dixie; Dave Holland, State and Private Forestry, Regional Office; H. C. McChesney, Weiser Ranger District, Payette; Craig Nathe, Evanston Ranger District, Wasatch-Cache; and Donna Smedley, Bridger-Teton. Mentor: Clair Beasley.

**STAGE:** Problem identification. The Team has brainstormed a number of organizational problems. Team Leader Laura Ferguson noted that the very diverse Team came up with widely varying problems which fell into four broad areas. Members are currently selecting a key problem to address through the quality improvement process. Ferguson said her rough analysis of the information indicates some general trends: *Political*—the organization has less money and less public credibility to accomplish a greater task; *Ecological*—more public emphasis on biodiversity; *Communication*—the public demands that we communicate with intelligence NOW; *Internal social-economic*—employees are demanding consideration based on their individual needs (economic, participation, quality of life, dual career) rather than one-size-fits-all personnel and management policies.

"We had by far the greatest interest in and agreement on the employee problem," Ferguson said. "Our structures and policies don't fit our diverse employees. They won't automatically accept moving to economically disadvantaged situations. The workforce of the future will negotiate."

## FRONTLINER INFORMATION

**OBJECTIVE:** Gain recognition of the key role Frontliners play in quality customer service and satisfaction.

**MEMBERS:** Team Leader Erin O'Connor-Henry, Bridgeport Ranger District, Toiyabe; Marian Boulter and Marie Davis, Targhee; Marian Buenger, Salmon; Barbara Burgan, Ogden Ranger District, Wasatch-Cache; Carolyn Smith, Lost River Ranger District, Challis; Marilyn Merrill, Caribou; Roma Nelson, Sawtooth NRA; and Georgia Higgins, Toiyabe.

**STAGE:** Test and implement.

The Team's goal was to improve customer service by improving the environment and support for Frontliners—another name for customer service providers. The Team chose to focus on the problem of managing and grading Information Receptionists, Clerks and visitor center personnel as clerical support, even though their work is mostly serving Forest visitors. The Team's premise is that customer service will improve when Frontliners are recognized, managed and rewarded for the job they do. Team efforts keyed on two aspects of the problem: (1) improving classification and reporting opportunities and (2) identifying more training.

As a test solution to the grade and series problem, the Team researched and developed a position description for a GS-1001-5 Information Assistant which takes the Frontliner out of the clerical series and offers a modest career ladder. With help from Lee Stewart and George Fishel, Personnel Management Team Advisers, the GS-1001-5 position description has been classified and adapted on several Forests in the Region. The team also developed alternative organizational structures to improve the Frontliner job.

To address the second problem, the Team surveyed Frontliners about training needs and then developed descriptions of needed modules in basic, on-going, and advanced customer service training.

In February, the Regional Quality Steering Team concurred with the Team's recommendation to test the proposed solution to the classification and organizational problem. Pilot units were to be identified at the April Team meeting and new members will be recruited from different levels of the organization to fill Team vacancies and to provide new perspectives and skills for implementing the proposals.

The training proposal has been turned over to the Continuing Education, Public Affairs, and Recreation and Lands Staffs in the Regional Office for inclusion in a pilot customer service training project.

## VALUE OF FRONTLINE EMPLOYEES

**OBJECTIVE:** Help our people provide the public with current, accurate information.

**MEMBERS:** Barbara Todd, Sawtooth; Lorrie Wiggins, Public Affairs, Regional Office; Andy Godfrey, Fishlake; and Patty Jacobsen, Payette.

**STAGE:** The Frontliner Team assembled an information packet for all fieldgoing vehicles.

#### CONTENTS OF INFORMATION PACKETS

- Forest travel maps
- Forest firewood maps
- State hunting and fishing regulations
- Forest Facts and Information booklets
- Forest visitor maps
- Local lodging guides
- Scratch paper and pens
- Brochures about local National Forest attractions
- Forest mini maps
- MISTIX information
- Forest campground information
- Guides to surrounding attractions
- State highway maps



*Team members receive award for their Frontliner efforts; (l. to r.) Patty Jacobsen, Barbara Todd, Lorrie Wiggins, and Andy Godfrey.*

The information packet was tested on the Fishlake, Payette, and Sawtooth National Forests during the 1990 field season. At the start of the field season, Team members trained Frontliners and District employees on how to use the packets. Frontliners then kept the packet information current throughout the summer.

Sensing indicated that packet-using units improved their customer service by 70 percent during the test period. Frontliner Team members are now conducting a marketing campaign to place the information packets on all Region 4 Forests. The real evidence of success will be when customers are better served on all Forests in our Region through the use of the information packets.



# REGIONAL FORESTER'S MESSAGE



You'll first be struck by its vibrant colors and the legend about the cover design—this March Report of the USDA Forest Service Task Force on Work Force Diversity as it then guides us "Toward a Multicultural Organization." The 30-page Report should be read by all employees for an understanding of the Forest Service expectation. It affects you and your future.

The Forest Service first established a Civil Rights policy in 1976. The intervening years have been fraught with resistance, backlash and frustration, offset by employees who champion equality as the right and moral way. We have had 15 years to adjust, now it is time to get on with it. Significant changes must be made nationally and in Region 4 to care for the National Forests with a diverse workforce and for a diverse public.

In discussing the "Overall Strategy" on page iii, the new Diversity Report says, "We are asking for major changes in the ways in which people in the Forest Service interact with one another, see themselves, and accomplish their jobs. For many employees, the changes will be uncomfortable." It troubles me that institutionalizing diversity causes some employees to feel threatened. I know they feel that with diversity their ad-

vancement potential will be stifled.

I want to repeat what I said in last month's Intermountain Reporter. "I believe all employees deserve a work environment that allows them to contribute all that they are capable of. This means that work environments should be free of attitudes that create barriers based on race, sex, religion, national origin or age." Those are my parameters for diversity.

But, there is some urgency. We are not the only agency that must diversify its workforce and competition in the labor market will be keen. It is also anticipated that there will be a wave of retirements in the mid-1990's which offers a grand opportunity for making diversity happen.

Region 4 has made progress in the last few years and we should be proud of that progress. For instance in FY 1990, our total workforce was 2,201. Of that, 3.4 percent were minority females, 3.6 percent were minority males and 33.0 were non-minority females—all of which reflect increases over FY 1989. Also, the average grade of the non-minority male increased from 8.0 in FY 1989 to 10.1 in FY 1990. That said, let me reassure you that our focus will not be on impressive supporting numbers but on management that fills jobs with those who are trained, experienced and educated. In addition to increasing our women and minority populations, our direction in FY 1991 and beyond will be to show equal progress in retention, equity, morale and achieving a rewarding, enjoyable climate in the workplace. TQM will play a major role in achieving those goals.

I like what Gregory C. Smith, Public Affairs Officer, wrote in his editorial in the March issue of the Bridger-Teton National Forest News: "Diversification is about more than racial and sexual integration of the

workforce, it is a recognition of new ideas, thinking, changes in attitudes and changes in customs and traditions—a recognition of cultural and racial differences, and a workforce more reflective of the community. . . . Diversity brings about a more competitive and educated workforce."

Caribou Forest Supervisor Paul Nordwall said, "Diverse points of view are as valuable as diverse interests and backgrounds. If all of my staff, my advisors, say and think the same way, I only need one."

The following is from another Forest that has spoken out in support of diversity and that matches action with its words. In John Inman's absence, Lars Lind wrote the Forest Supervisor's message for the March issue of the Humboldt Hummer, the Forest's newsletter. Using the current war as an analogy of different perspectives and values, he says, "Old habits are hard to break. . . . We can hire a diverse workforce and we can involve a diverse group of customers in our decisions, but we won't have diversity until we train ourselves to understand the real value of diversity. We must learn to listen, not just hear. We must learn to accept different viewpoints as that, different, not wrong. . . . We must recognize change as essential, not a threat and we must avoid the warm fuzzies of our comfort zones. . . ."

As Lars points out, the diversified workforce issue is on each of our doorsteps and, individually, it's up to us to either deal with it as a millstone or as an enriching factor in our lives.

Gray



# RO NEWS

Few things in life are free, but the services of the Computer Center for Citizens with Disabilities (CCCD) are. Located in Salt Lake City, the Center was founded in 1988 to help people with disabilities "achieve their highest potential through the use of computers." In this age of automation, using a computer is a must for most people, at home or on the job. People with disabilities are no exception; yet, until fairly recently, not much computer hardware and software was available (or accessible) to them.

CCCD is changing that. At no personal cost, CCCD provides a place for all those with disabilities, their families, teachers and other professionals to come and preview the latest in computer technology. CCCD will work to match individual needs with the best hardware and software available. They also provide one-on-one support, computer-related workshops and a resource center.

Funding comes from various sources—federal, state, and private—and volunteers are always needed to assist at the Center.

Craig Boogaard, Executive Director of CCCD, visited the Regional Office in November with samples of computer hardware and software available for people with disabilities. A few of the displays are described here.

● Craig Boogaard holds the Darci Joystick which is named after the granddaughter of the engineer who designed it. Darci was born without arms or legs but was able to use a stump to guide the joystick and run computer programs and type.

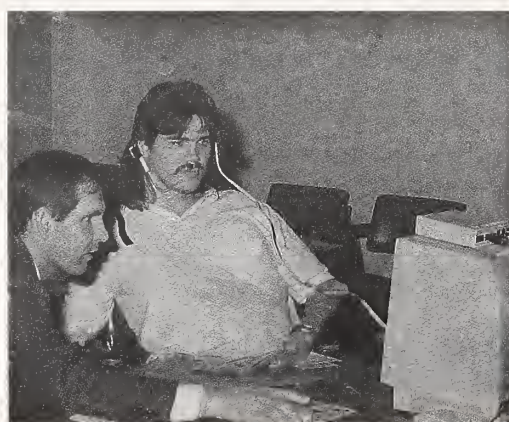


● A mini keyboard is for those with limited range. The letters most frequently used are on the center of the keyboard.

● A keyboard cover made of clear plastic allows the user to rest his/her hand on top of it and move fingers to the proper key.

A complete line of specialized computers and accessories can be seen at the Center. As with most software packages, updates are frequent, but Craig mentioned some companies provide free updates. For more information on available equipment and programs, call the Center (phone number: (801) 321-5770).

Sue Arnott  
Public Affairs Specialist  
Regional Office



● Craig and Shane Belliston of the Engineering Staff in the Regional Office experiment with the Head-master. It is equipped with a small pneumatic switch which is activated by puffing and sipping and allows complete independence in running any type of program used by that computer.

● The word predictor is a software feature which accelerates the speed of the person typing. A memory file contains common phrases and words and will finish a word or sentence in fewer strikes. This is especially useful for technical writers whose documents often include long words.

(Photos by Jim Stone)



**‘Funding in 1992 could be \$50 million.’**

## STATE AND PRIVATE FORESTRY DEVELOPS REGIONAL RURAL DEVELOPMENT STRATEGY

The 1990 Farm Bill includes a section on Rural Revitalization through Forestry which authorizes up to \$50 million in 1992. Wes Harvey, Rural Development Program Manager, stated, "That's over 12 times the current funding."

In anticipation of the dramatic increase in the Rural Development Program, Wes established a "Focus Group" to put together a strategy to deal most effectively with the anticipated growth in the program. The Focus Group includes federal agencies such as the Soil Conservation Service, Extension Service and Forests, state forestry organizations, state economic development agencies, county government and private citizens.

The Group identified these issues:

- (1) Coordination of federal, state and local rural development efforts to avoid duplications.
- (2) Lack of sufficient financial resources to implement an expanded Rural Development Program.
- (3) The proud and independent nature of rural western Americans.

The Group developed these high priority strategies to address the identified issues:

- (1) Support the concept of Rural Development Councils in each of the states in the Intermountain Region.
- (2) Provide a central information source for anyone interested in rural development. The Rural Development Councils would serve in this information-sharing role as well as taking on the coordination function.
- (3) Capitalize on the strengths and traditions of rural western Americans.

**RICHARD PINE**  
Public Affairs Specialist



*Laura Ferguson, Director of State and Private Forestry, welcomes the Rural Development Focus Group to the strategy meeting.*

*Federal, state, county and rural development officials meet to chart the course for an expanded Rural Development Program.*



# CENTENNIAL

## EARLY STATE FORESTRY EFFORTS

*(This is mini-history 9 in the on-going series prepared by the Washington Office History Unit to launch the 1991 Centennial. The mini-histories cover the origins of the National Forest System and its evolution.)*



*State forestry efforts began earlier than federal efforts but they tended to be sporadic and not as influential. Between 1868 and 1872, laws offering bounties or tax breaks for tree planting were passed in seven states (Minnesota, Wisconsin, Iowa, Missouri, Dakota, Nebraska, and Kansas). This movement no doubt influenced passage of the Timber Culture Act (1873), which donated 160 acres of public land to anyone who planted 40 acres of trees that lived for 10 years. The intent of the Act was to encourage tree planting in the Great Plains. Three years later (1876), Congress provided \$2,000 for an expert to study and report on forest conditions in the United States. That expert was Franklin B. Hough who was appointed to a post created in the Department of Agriculture. His office was the beginning of the Forest Service.*

Federal forest reserves, however, were not authorized until the Forest Reserve Act (1891) repealed the Timber Culture Act (in part to stop fraudulent homestead claims) and empowered the President to set aside public lands for forest reserves. By then, there was already an existing forest reserve in New York. The creation of the Adirondack and Catskill Preserve in 1885 illustrates the overlap of state and federal forest conservation during that period. Charles Sprague Sargent headed the state committee that, after surveying the site, recommended it become a preserve under state legislation developed by Bernhard E. Fernow. Two other figures linked with Federal Forest Reserve creation were Grover Cleveland and Theodore Roosevelt, who were New York governors before going to the White House.

Concern over the impact of forest destruction in forested or once-forested areas of the Nation was a public issue in the 1870's. For example, a section of the constitution of the new State of Colorado (1876) urged passage of laws "to prevent the destruction of, and to keep in good preservation, the forests upon the lands of the state . . ."

The first state forestry efforts were usually aimed at providing an inventory to assess the extent of forest destruction on public lands. Thus it was that some state forestry commissions were established to investigate forestry conditions before the 1876 national study funded by Congress. For example, Wisconsin started an inquiry of forest conditions in 1867 and Maine in 1869. The first actual state forestry "association" was established in Minnesota in 1876. By 1885, California had a state forestry board and, in 1888, the state legislature asked Congress to cease disposing of public lands in the state, and, instead, establish forest reserves to protect watersheds.

These early state forestry commissions were often limited to studies of forest conditions and were disbanded once that work was done. The waxing and waning of state forestry organizations makes for an uneven history. The consistent feature about state forestry is that its spread often followed the timber industry. Active and enduring programs were started in New York and Pennsylvania as part of the early forest conservation movement in the Northeast, site of the first lumber boom. At the turn of the century, the rapid harvesting of Great Lakes pine forests spurred state forestry commissions in Michigan and Wisconsin, and fear of fire danger in logged-over areas (the Hinckley forest fire in 1894 took 814 lives in Minnesota) led them to focus on fire protection.

After timber harvesting peaked in the Great Lakes, activity moved to the southern pine belt, from Virginia to Texas. State forestry there followed the same pattern of developing after the peak years of timber harvesting were over. The first southern state forestry unit was in Louisiana in 1904, the last in Arkansas in 1931. By now, forest owners were alert to the need for state forestry efforts to protect the last remaining old-growth timber stands of the west coast, although their concern was mainly for fire protection. From their beginning in the late 1860's, state forestry commissions operated in many states but often faded away for lack of funding or state forests to administer. Thus by 1900, only nine states had active forestry associations, usually with little money or trained staff. It was the federal forestry agency that now played the major role in forestry nationally. Under the direction of Bernhard Fernow, the Division of Forestry assisted state forestry programs. Gifford Pinchot replaced Fernow in 1898 and the effort continued to make progress. By 1910, 25 states had some type of forestry



# CENTENNIAL

organization, although the major impetus was still fire protection rather than the larger practice of forestry advocated by the Forest Service, including reforestation.

Nebraska was one state where the new forestry practices advocated by Fernow were practiced. To encourage scientific forestry and obtain data on actual forest conditions in the days before the National Forest System existed, Fernow and his staff urged forestry research programs at land grant colleges and experiment stations. Correspondence with botanist Charles E. Bessey of the University of Nebraska was the impetus for establishing forestry in the prairie-plains region. Seedling stock was planted in 1890 in the sand hills of Nebraska. These seedlings (mainly pines) were raised in the new Forest Service Bessey Nursery—a pioneer in nursery techniques for large-scale seedling production. Forest Service employee Carlos G. Bates, a leader in plains forestry, did experiments there in 1909.

Cooperative forestry, an effort between the Forest Service and the States, continued under Pinchot and, in 1911, Section Two of the Weeks Act further encouraged formation of state forestry agencies. The newly created (1908) Forest Service State and Private Forestry became the leader in federal efforts to assist state forestry programs. A mission that continues.

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*Source: American Forestry: A History of National, State, & Private Cooperation. William G. Robbins. 1985. University of Nebraska Press.*



*He who never walks except where he sees other's tracks will make no discoveries.*

# CENTENNIAL

## EVENTS TO INCLUDE IN VACATION PLANS

This list will continue to be updated. More information can be obtained from Forest or Regional Centennial Coordinators.

### REGION 4

#### ★ REGIONAL OFFICE

Barn Dance and Hayride, June 15, Ben Lomond Golf Course.

#### ★ ASHLEY NATIONAL FOREST

Centennial Trail Ride and Evening Barbecue, June 22, Carter Military Road.

"Gifford Pinchot, From the Other Side" (Gary Hines' performance), August 27, Vernal, Utah.

Display of Ashley Scrapbook, Summer/Fall, All Forest Offices.

Swett Ranch Picnic, (presentation of oral history transcriptions by USU), May 29, Swett Ranch Historic Site, Flaming Gorge NRA.

Yellowpine Trail Dedication, July 13, Duchesne Ranger District.

Red Canyon Visitor Center Rededication, July 25, Red Canyon Visitor Center, Flaming Gorge NRA.

#### ★ BOISE NATIONAL FOREST

National Forests in Idaho Centennial Celebration Week, June 8-14.

Billboards announcing the Centennial, June 20, Boise, Idaho.

Open Houses, June 8-14, District Offices.

Centennial Exhibits, Boise Square and Airport.

#### ★ BRIDGER-TETON NATIONAL FOREST

Old West Days Parade, May 25, Jackson, Wyoming.

Pony Express Ride, June 25, Jackson, Wyoming.

Frontier Days with Forest Service mules, June 27, Jackson, Wyoming.

#### ★ CHALLIS NATIONAL FOREST

Challis National Forest Reunion, for Forest Service employees and retirees, June 14, Challis, Idaho.

Custer County Fair Parade, July 4, Challis, Idaho.

#### ★ DIXIE NATIONAL FOREST

Dixie National Forest Reunion, (a Dutch oven cooking contest, Ranger skill competition, campfire program, wagon rides, and games), August 24, King Creek Campground.

#### ★ PAYETTE NATIONAL FOREST

Weiser Fiddle Festival, June, Weiser, Idaho.

Old Ranger District Office Restoration, June, Council, Idaho.

Planting of Centennial Grove, June, McCall, Idaho.

Historical Audio Cassette Tours, June, New Meadows, Idaho.

#### ★ SALMON NATIONAL FOREST

Lewis & Clark Backcountry Byway Dedication, June 15.

Salmon River Days Parade, Cobalt Mule String, July 4.

McGruder Mail: Float and Pack Trip (low impact camping), July 29-August 2.

#### ★ TARGHEE NATIONAL FOREST

Centennial Pony Express Run with special cancellations at post offices in the five Forests on the old Yellowstone Reserve lands. There will be 16 cancels.

#### ★ TOIYABE NATIONAL FOREST

Centennial Pack Trips, June, On Districts.

#### ★ WASATCH-CACHE NATIONAL FOREST

Days of 47 Parade, July 24, Salt Lake City, Utah.

Centennial Rendezvous, June 28-29, Monte Cristo Campground in Ogden Canyon.

#### ★ REGION 1

National Wildland Firefighter Dedication, May 8, Aerial Fire Depot, Missoula, Montana.

History Conference on National Forest Systems Origins, June 20-22, Missoula, Montana.

Teddy Roosevelt Memorial Highway Dedication, July 10, Marias Pass, Montana.

#### ★ REGION 2

First Federal Nursery Celebration, June 15, Bessey, Nebraska.

Pony Express—Presidential Proclamation, June 22-29, Yellowstone Area.

Partners in Conservation Forum, June 27, Cody, Wyoming.

Centennial Birthday Party, June 28, Cody, Wyoming.

Boone and Crockett/AFA Centennial Banquet, June 28, Cody, Wyoming.

First Forest Reserve Rededication, June 29, Wapiti Ranger Station.

Conservation Transportation Show, June 29, Cody, Wyoming.

Living History Program, June 29, Cody, Wyoming.

National Centennial Packing Competition, June 30, Cody, Wyoming.

Rodeo and Parades—Max Peterson, Marshall, July 2-4, Cody, Wyoming.

National Forest Service Reunion—Employees/Retirees, Sept. 29-Oct. 2, Glenwood Springs, Colorado.

#### ★ REGION 3

Civilian Conservation Corps/Forest Service Retirees Reunion, May 6-10, Quemado, New Mexico.

Southwestern Centennial Symposium, Oct. 31-Nov. 2, Flagstaff, Arizona.

#### ★ REGION 5

Smith River National Recreation Area, Scenic Byway Dedication, May 10-11, Six Rivers National Forest.

Bay-to-Breakers Run in Centennial T-shirts, May 19, San Francisco, California.

Centennial Showcase, San Bernardino National Forest, June, San Bernardino Museum.

#### ★ REGION 6

Wallowa-Whitman National Forest Reunion, July 24-31.

#### ★ REGION 8

Centennial Week in the Southern Region, June 9-15.

Cradle of Forestry Celebration—Hikes, Tours, June 14-15, Cradle and Biltmore.

Joint National Forest Systems and NPA Barbecue, June 14, Cradle of Forestry.

Forest Festival Day, June 15, Cradle of Forestry.

#### ★ REGION 9

Conference: Stewardship and the Centennial, Fall 1990, Grey Towers, Pennsylvania.

#### ★ NATIONWIDE

Centennial Reception by AFA & National Wildlife Federation, May 17, Washington, D.C.

Open House National Showcase, June 10-16, Every Forest Service location.

### ★ CENTENNIAL COORDINATORS

Laird Robinson: Northern Region; 406-329-3434; FTS 585-3434; DG:R01A.

Harva Lou Buchanan: Rocky Mountain Region; 303-236-9640; FTS 776-9640; DG:R02A.

Coy Jemmett: Southwestern Region; Prescott NF; 602-445-1762; FTS 761-3191; DG:R03F07A.

Wallace Shiverdecker: Intermountain Region; 801-625-5354; FTS 586-5354; DG:R04A.

Linda Lux: Pacific Southwest Region; 415-705-2819; FTS 465-2819; DG:R05A.

Norm Hesseldahl: Pacific Northwest Region; 503-750-7016; DG:R06F12A.

Kent Schneider: Southern Region; 404-347-4250; FTS 257-4250; DG:R08A.

Lindalou Hobmeier: Eastern Region; 414-297-3693; FTS 362-3326; DG:R09A.

Gary Lidholm: Alaska Region; 907-586-8849; FTS 871-8849; DG:R10A.

Richard Klade: Intermountain Station; 801-625-5436; FTS 586-5436; DG:S22A.

Mike Prouty: North Central Station; 612-649-5276; FTS 777-5276; DG:S23A.

Carol Severance: Northeastern Station; 215-975-4105; FTS 489-4105; DG:S24A.

Anne Harrison: Pacific Southwest Station; 415-486-3615; FTS 449-3615; DG:S27A.

Rick Fletcher: Rocky Mountain Station; 303-498-1278; FTS 323-1278; DG:S28A.

Carol Ferguson: Southeastern Station; 704-257-4389; DG:S29A.

Marta Knowlton: Southern Station; 504-589-3935; FTS 682-3935; DG:S30A.

Debra Lietzman: Forest Products Laboratory; 608-321-9239; FTS 384-5239; DG:S32A.

Richard Woodfin: Pacific Northwest Station; 503-326-5645; FTS 423-5645; DG:R06A.

Centennial traveling is as easy as dialing 800-927-1054 (a Budget Travel phone number) and specifying travel on Centennial Airlines. The Cradle of Forestry Interpretive Association has arranged reduced air fares for employees or non-employees to many of the above events. Budget Travel has the list of approved Centennial events.



# CENTENNIAL

## ACCESSORIZE THE OUTFIT

“Old style” Forest Service uniforms will be “high style” at this year’s Centennial events; but the reproductions won’t be complete unless an exact copy of the original 1906 badge is in place.

When Salmon Forest Supervisor John Burns spotted an original badge in Chief Dale Robertson’s office display, he saw an opportunity to contribute to the historical authenticity of the reproduced uniforms. The Chief was persuaded to loan the original badge to John to use as a pattern.

The Salmon National Forest then arranged for Western Heritage (which is

also an outlet for the uniform) to reproduce the original National Forest badge. It is similar to the current badge, only much larger.

The reproduced badges must be handled as sensitive property. To order the badge, contact Kent Fuellenbach on the Salmon National Forest (phone: 208-756-5145; DG address: K.Fuellenbach:RO4F13A). The Salmon Forest is paying for the first 50 badges, anticipating that another unit will pick up the tab for the “next batch.” Because the number of badges is limited, preference will be given to units that have ordered the “old style” uniforms. The badges will be available in May.

## OTHER CENTENNIAL ITEMS

### RUBBER STAMPS

Rubber Stamps, Inc., 30 W. 24th Street, New York, NY 10010, Phone (212) 675-1180, will make self-inking Centennial logo rubber stamps for \$4 each with no setup charge (under GSA contract GSO2F1078A). Delivery time is about 2 weeks. Shipping is free on orders over \$25. This information comes from Mindy Martin, Centennial Coordinator, Rogue River National Forest.

### SCARVES

Avis E. Newmack said the Employees Association on the Lewis and Clark National Forest in Region 1 (DG: R01F15A) is making scarves available for \$4 each. There is green imprint on gold, white on navy, white on kelly green, white on powder blue and white on turquoise.



## NOSTALGIC SLEEPOVER

Western Heritage Company, manufacturer and supplier of Forest Service gift items since 1976, has completed a replica of a Forest Service Guard Station to commemorate the National Forest Centennial. It’s named the Beaver Creek Guard Station after the valley where it is located. The 24’ x 28’ structure, made of logs from the Medicine Bow National Forest, is located 10 miles southeast of Encampment, Wyoming, on the Hayden Ranger District. It has “tree” window shutters, a Forest Service doorknocker, a pole that flies the old Forest Service flag and

is furnished with Forest Service china and other replica Forest Service furnishings.

Pat Lynch, owner of Western Heritage Company, said, “This cabin will be available at no charge to any Forest Service individual or family who needs overnight lodging when traveling through this part of the country. Hopefully, they’ll also visit the growing Forest Service displays at the Grand Encampment Museum.” He said, “We wanted to celebrate this important Centennial in some lasting, tangible way

while expressing our deep affection and appreciation to the Forest Service family, which we still feel a part of. This seemed to be a good way to do that.” Lynch was with the Forest Service for many years, serving in District Ranger jobs and other positions in Oregon, Colorado, Wyoming and Alaska.

Those interested in reserving the cabin should call Western Heritage Company at (307) 327-5702, P. O. Box 455, Encampment, WY 82325.



## FOREST NEWS

# TURKEY—On the Wild Side



*A Rio-Grande wild turkey.*

*A \$6,000 partnership between the Uinta National Forest, Utah Division of Wildlife Resources, Utah Wild Turkey Federation and the Utah Sportsmen Alliance brought about this release of 59 wild turkeys in January. (Photos by Dea Nelson.)*

**H**old the cranberries and the dressing. You won't be roasting these particular turkeys for several years to come.

In January, 59 Rio-Grande wild turkeys found a new home on the Uinta National Forest. The 46 hens and 13 toms were crated and transported by truck from Kansas to the release point in the Diamond Fork and Hobbie Creek Canyons on the Spanish Fork Ranger District. The turkeys got a clean bill of health before their journey to Utah.

According to Dea Nelson, Uinta National Forest Biologist, "The streamside areas with their diversity of trees, shrubs, and herbaceous plants are perfect turkey habitat and provide excellent public viewing. Canyon bottoms are thick with cottonwood trees which make good roosts and are close to travel routes. The oakbrush and acorns in the canyons are a good food supply for

the turkeys." Other food sources are insects found on the surface of the soil under dead leaves, seeds of grasses and fleshy berries.

There are no native wild turkeys in Utah. All have been imported, beginning in the 1950's. The early transplants were the Merriam variety but "these are Rio-Grande with a little bit of Eastern breed in them," according to Stan Mitchell, President of the Utah Wild Turkey Federation. "You can tell by the rust color in their feathers."

The first turkey hunt in Utah was in 1963. It will be 2 or 3 years before the recently transplanted birds will be hunted, depending on how fast the population grows, which depends to a large degree on their being unmolested. To assure their protection, the Utah Wild Turkey Federation and the Utah Sportsman Alliance are both offering \$100 for information leading to the ar-

rest and conviction of anyone poaching wild turkeys in Utah. Poaching activity can be reported by calling 800-662-3337. To monitor the location of the birds, they were banded, and some received radio collars, before they were released.

"This turkey transplant is a good example of the benefits of the Utah Fish and Wildlife Initiative," according to Bevan Killpack, Coordinator for the six National Forests in Utah. In the next year, the Initiative will focus mainly on projects on the ground throughout Utah—projects similar to the wild turkey transplant.

As part of the Utah Wildlife Initiative, a Wild Turkey Committee is working to make the public more aware of opportunities for viewing wild turkeys, obtain additional transplants and improve habitat on public lands.

The Forest Service has made a substantial national investment in wild turkeys through "Making Tracks." "Making Tracks" is a Forest Service program to emphasize wild turkey management in cooperation with the National Wild Turkey Federation, state wildlife agencies, conservation groups, and individuals. The goal is better wild turkey habitats, healthy populations, more recreational opportunities, and strong partnerships between agencies and turkey lovers. You can "Make Tracks" by becoming a member of the National Wild Turkey Federation.



# FOREST NEWS

## Branching Out

To ensure that future decisions concerning our forest resources are intelligent and informed, today's youth must be knowledgeable about their environment and the interdependent role between humans and nature.

Using award-winning environmental education programs, such as Project Learning Tree and Project Wild, employees of the Payette National Forest and teachers throughout the area have been helping students become more aware of their presence within and responsibility for the environment. Together, teachers, students and resource professionals are exploring resource issues and learning to make decisions based on facts rather than emotion.

"The future of good public relations in the Forest Service hinges on environmental education," Payette Forest Supervisor Sonny LaSalle said in strong support of the Forest's environmental education outreach efforts. "Environmental education is critical as our customers learn to process information and form opinions."

In this spirit, the Payette and Boise Forests are sponsoring the "Heartland Peaks Workshop" with Boise State University, Idaho Society for Energy and Environmental Education, Idaho Department of Education and a long list of partners. The 5-day environmental education workshop will be in July near Cascade and McCall. There educators and natural resource professionals will learn how to infuse environmental education into their programs and to conduct effective activities which involve people in learning about their natural environment.

A workshop objective is to ensure that environmental education reaches non-traditional audiences to interest them in being involved with the land planning process and in pursuing land management careers. Specially trained facilitators will help participants refine skills needed to better understand and communicate with the ethnically diverse and differently abled.

With strong, intensive environmental education programs, we can help educators, students, and people in our communities to understand land management policies and the challenges of balancing multiple uses.



A Head Start student from Weiser, Idaho, investigates part of a tree (often called a tree cookie).

### BIOGRAPHY OF A TREE COOKIE

(Written and performed 'RAP style' by four Weiser area teachers after just 3 hours of their first session of Project Tree Learning.

*85 years ago from today,  
A north wind blew and I was here to stay.  
15 years, sunny skies, no drought,  
Life was great without a doubt.  
Insects bittin, not a cloud in sight,  
20 long years of painful blight.  
Midlife crisis when I broke my arms,  
Took away my beauty and my charms.  
Nearly over the hill when the beetle bit,  
And woe is me, blue stain fungus hit.  
Settling in comfort, I then trembled at the sound,  
Would you believe its me here on the ground?*



Teachers build the layers of a tree during a recent Project Learning Tree session on the Payette Forest.

# FOREST NEWS

## YELLOWPINE

The scent of vanilla, the scream of a hawk, the roughness of pine bark, the whisper of wind through aspen leaves and the gurgle of running water are happenings that will excite all the senses as hikers travel the Yellowpine Nature Trail.

Trailbuilding began on May 19, 1990, on the Duchesne Ranger District of the Ashley National Forest. Through a partnership agreement with Chevron USA, Inc., about 150 Chevron employees, families and friends participated in 2 full days of trail work, environmental education and festivities. With members of the National Campers and Hikers Association and Forest Service volunteers, the crew that cleared a trail through trees just south of Yellowpine Campground was some 200 strong.

Chevron Public Affairs Manager Hugh Dickey and District Ranger Joe Bistrski, with Brent Hanchett, the Ashley's Landscape Architect, organized trail work using the Incident Command System to effectively use the multitude

of skills offered by the volunteers.

After receiving a safety briefing, tools, and safety equipment, four divisions (each with two crews of five to six people) worked through the day clearing brush, pulling stumps, trimming branches, and leveling the trail. Even young children helped clear a short section of trail under the guidance of Jennifer the Clown (Sue Wight, Recreation Forester), Sharon Ross (a physically-challenged member of the National Campers and Hikers Association), and Kathy Garcia (Miss Wheelchair America). It was physically demanding work for all.

Forest Service Trail Foreman Ray Blaney worked with Cory McKee and several members of his Troop in constructing a wooden beam bridge across a small creek bed. At the end of the day, the bridge was done and so was Cory's Eagle Scout project.

That day, workers cleared the entire trail with one quarter of the trail ready for paving. Despite the use of sharp tools

and heavy lifting, no injuries were reported. As workers walked the trail with their families, they pointed with pride to the dirt they had moved or the stump they chopped out. Chevron provided dinner and a clogging exhibition rounded out the day.

Work on the trail continued throughout the summer and fall. Forest Service crews prepared the remainder for paving and poured asphalt. A second bridge was built as an Eagle Scout project by Eric Heaps and his Troop. The final cost of the trail was \$30,000. Chevron picked up more than \$15,000 of the tab.

Trail opening and dedication ceremonies are planned for mid-June. All who worked so hard to make this trail are invited to participate in the weekend event. Equally welcome are those who want to enjoy an early camping trip and see the fine work accomplished at Yellowpine.

Gayne Sears  
Ashley National Forest

Several design features make the trail fully accessible. People can experience, enjoy and learn more about the natural world regardless of their physical abilities.

Also slated for completion in June is an accessible fishing deck over Rock Creek. Under a partnership, Pennzoil Corporation is funding half of the \$10,000 cost.

For those with limited endurance, several rest stations with benches are located along the trail.

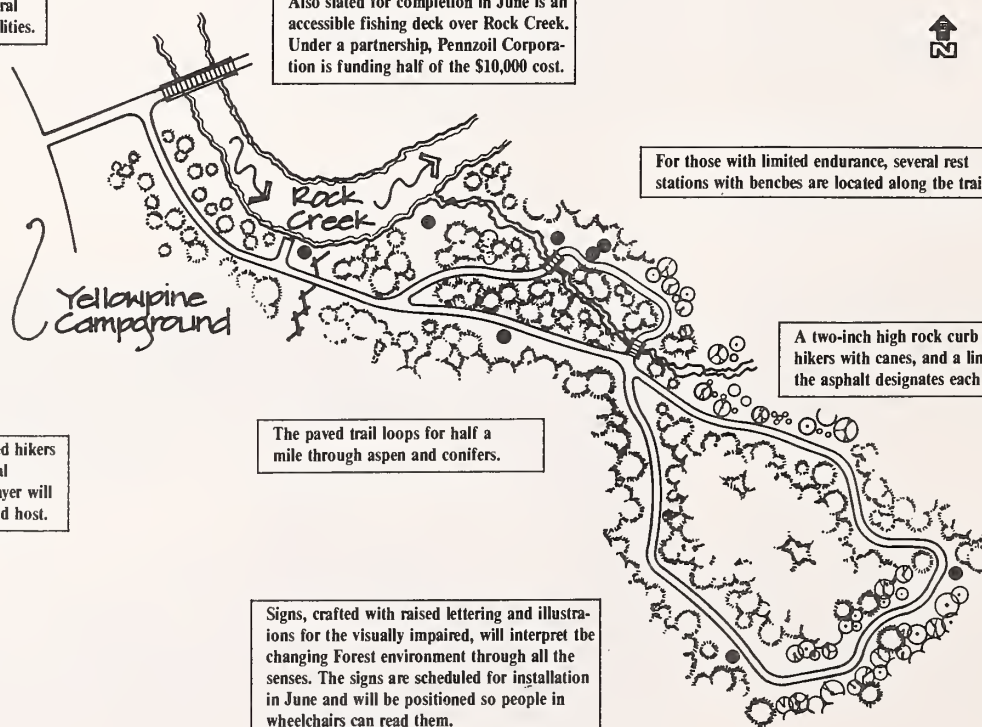
A two-inch high rock curb aids navigation for hikers with canes, and a line of cobble rock set in the asphalt designates each interpretive station.

A cassette tape will guide visually impaired hikers on the trail while it explains environmental changes in detail. The tape and a tape player will be available for loan from the campground host.

The paved trail loops for half a mile through aspen and conifers.

Signs, crafted with raised lettering and illustrations for the visually impaired, will interpret the changing Forest environment through all the senses. The signs are scheduled for installation in June and will be positioned so people in wheelchairs can read them.

### ● INTERPRETIVE STATIONS





## SPECIAL INTEREST



*Only a  
Little  
Lower  
Than the  
Angels*

When the "Friends of Smokey Bear" hot air balloon ascends, to a level just a little lower than the angels, it will be high enough for thousands of people to see this fire prevention message as it travels across the United States. A non-profit organization, with Regional Forester Dave Jolly as its leader, has been chartered to manage the project. The goal is to have the balloon in the air by October. The cost to construct the balloon is

approximately \$80,000 to be funded primarily by individual and corporate donations. The Balloon Board has developed the following recognition of donators: Friend - any amount; Crew - \$10; Crew Chief - \$25; First Officer - \$50, and Commander - \$100. You can contact the Friends about donations or obtain information by writing or telephoning: Friends of Smokey Bear Balloon, P.O. Box 27800, Suite 169, Albuquerque, NM 87125 (Phone: 505 260-5570).

### When Training Older Adults

Some older adults don't see or hear as well as younger workers; so when you train them:

✓ **PRINT** written materials with a bolder typeface and make the type at least 12 points.

✓ **DON'T PRINT** training materials on glossy stock or on low-contrast colors, such as blue or green.

✓ **POST NOTICES** and training materials at eye level, so people who wear bifocals won't have to strain to read them.

✓ **MAKE SURE** trainers speak clearly and distinctly.

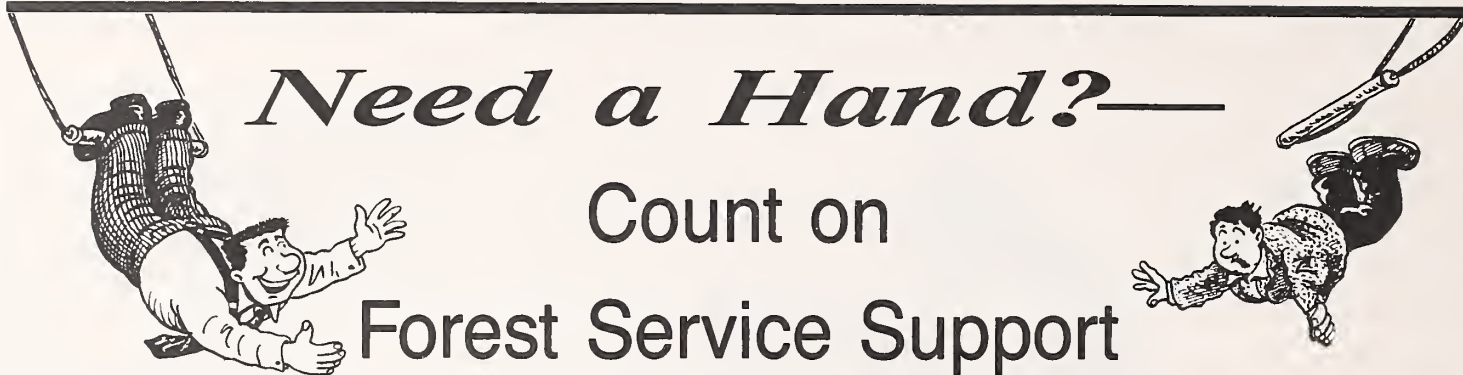
✓ **SUGGEST** that older workers sit or stand close to the trainer so they can hear better and see the speaker's face clearly (but do it diplomatically, so you won't insult them.)

✓ **GET RID** of distracting background sounds, especially high-pitched ones, which can interfere with listening.

*Source: Catherine D. Fyock, writing in HR News, Society for Human Resource Management.*



## SPECIAL INTEREST



**T***his is a story that knows no boundaries. More to the point, it's a story that knows no Forest boundaries. It's a story about employees who care and show concern. It's a story about employees who found that no matter where they are, Forest Service friends will rally in their behalf.*

As they returned from the Region 4 Symposium in St. George last December, four Ashley National Forest employees were critically injured in an automobile accident in a canyon eight miles from Provo, Utah. Fortunately, that meant medical help was available within minutes from the Utah Valley Regional Medical Center where Ross Catron, Nancy Jarvie, and Bruce Slover (Flaming Gorge Ranger District) and Rowdy Muir (Duchesne Ranger District) were transported.

Cindy Swanson, Acting Forest Supervisor of the Uinta National Forest, headquartered in Provo, was notified of the accident by Orem City Police. She and Helen Woods, Secretary to the Uinta Forest Supervisor, met the ambulances at the hospital. Rowdy Muir said, "I really appreciated Cindy's time and effort in calling our relatives to let them know what had happened and making arrangements so they would have motel rooms when they arrived."

After the accident victims were admitted, Cindy put a lot of energy into keeping track of the tests they were having and where they were at any given time—so she could quickly give this information to the families when they arrived at the hospital. Bruce Slover said, "Cindy seemed to be ever present, arranging things and providing moral support to us and our families. She was a 'local' person we could count on."

When Cindy was first notified of the accident, she contacted Dave Griffel, Uinta Forest Law Enforcement Officer. Aided by Orem City's thorough documentation, Dave quickly completed the investigation of the accident with the needed photographs, statements and reports. Bruce Slover stated that he was treated so well he felt like a member of the "Uinta Family." "The Uinta has a lot of fine people they can be proud of"

Employees on the Uinta quickly got involved. Ross Catron was impressed and reassured by how fast people were there to help . . . and by the number of folks. Some were his friends and some he didn't know. Personal belongings left at the accident site appeared at the hospital before the victims even had time to worry about them. And the Uinta's caring attitude continued as the families arrived.

Among the many visitors who went out of their way to help were Don Nebeker, then Forest Supervisor of the Uinta National Forest, and Bob Easton, Pleasant Grove District Ranger.

Visits from the Uinta folks didn't stop after the initial emergency was over. Caring efforts just kept showing up.

All of the employees except Nancy Jarvie were able to leave the hospital within a short time. Nancy has had a long struggle with hospitalization, surgeries and therapy, but the caring and concern have continued. On Nancy's birthday in January, Cindy enlisted some drafting talent for a huge birthday card and personally delivered it. Also, efforts were made to provide Nancy DG capability to aid in her rehabilitation. At this time, Nancy is still in Provo receiving out-patient therapy but she hopes to return home soon.

It is impossible to name everyone who helped, but Rowdy expressed the feeling of all Ashley employees about Uinta Forest employees, ". . . they will hold a special place in my heart for the things they did."

Diane Augustus  
Information Assistant  
Ashley National Forest

### —THIS AND THAT—

• Nearly three-quarters of black Americans (72 percent) prefer to be called black, according to a study conducted by the Joint Center for Political and Economic Studies. Other preferences were African-American (15 percent), Afro-American (3 percent) and Negro 2 percent).

• The movie "Dances with Wolves" was filmed on the Buffalo Gap National Grassland and the Spearfish Ranger District of the Black Hills National Forest.



# SPECIAL INTEREST

## RECYCLING REPORTABLES

✓ It takes 95% LESS ENERGY to create an aluminum can from recycled material than from new aluminum. The finished product, if made from 100% aluminum products, will be as pure as a can made from new aluminum.

✓ It takes 75% LESS ENERGY to create paper products from recycled material.

✓ The average office worker throws away more than 175 lbs. of high-grade office paper each year, as well as other material that can be recycled.\*

✓ 17 trees and 2.5 barrels of oil are saved from every ton of paper recycled.\*

✓ Recycling 1 aluminum can saves enough energy to run a television set for 3 hours.\*

✓ There is a recycling hotline for the Philadelphia area. Does your county have one?

✓ 40-50% of the materials currently inundating landfills is paper.

✓ The paper recycling process involves cutting the fibers of an old product to create a new product. The higher the grade of paper, the longer its fibers and the more times it can be recovered.

✓ Clear glass is entirely reusable as a primary product. Colored glass is less marketable because it must be hand separated. Recycled glass is reusable as flooring material and for road filling and surfacing.

✓ Ink is a contaminant. Newsprint is only recoverable if de-inked. There are 150 de-inking plants worldwide.

\*Information taken from the Pennsylvania Department of Environmental Research brochure, "Recycling Goes to Work and School."

The entire article was printed in the October 1990 issue of the Southwestern Region News.

## NO DEPOSIT, NO RETURN

By J. S. (Stan) Tixier

(Recently retired Intermountain Regional Forester)

Litterbugs have trash to scatter  
Far and wide without concern,  
This slogan gives them ammunition  
No deposit, no return.

They toss it out on streets and highways  
Roads and trails, at every turn,  
There isn't any need to save it,  
No deposit, no return.

You see it in the parks and forests  
Trees and bushes, grass and fern,  
You see it in the lakes and rivers,  
No deposit, no return.

Pop-tops rip the fishes' innards,  
Plastic ci-gar tips don't burn,  
Rusty cans and broken bottles,  
No deposit, no return.

And styrofoam for cups and burgers  
From fast-food joint to coffee urn,  
All designed for our convenience,  
No deposit, no return.

Some stuff likely lasts forever,  
Won't decompose or rot or burn,

What we need is self-destructing  
No deposit, no return.

Ultimate in space-age litter,  
Even NASA can affirm  
Astronauts leave cluttered moonscape,  
No deposit, no return.

Woodsy Owl proclaims his message,  
He and Smokey Bear in turn,  
Drown your campfire, don't pollute with  
No deposit, no return.

Still it flies from car and camper,  
It's enough to make you yearn  
For good old days before we heard of  
No deposit, no return.

There's incentive to recycle,  
Al-um-in-um can help us earn  
Handy cash to break the habit,  
No deposit, no return.

But we seldom take the trouble,  
What a shame, when will we learn  
The opposite of conservation  
Is no deposit, no return.





# PERSONNEL

## Making a Difference

**D**uring the past year, the Intermountain Civil Rights Action Team (CRAT) reintroduced the Regional program to recognize employees for their outstanding efforts in Civil Rights. Accomplishments come from all levels of our organization and the number of nominations illustrates the commitment to Civil Rights in the Region. Nominations included entire Forests and Regional Office staffs, as well as small groups and individuals. Several award categories were needed to deal with the many diverse nominations.

These award recipients received special recognition at the Region 4 Symposium in St. George for their exemplary positive attitude and achievements in Civil Rights.

### TRAVELING STAFF AND FOREST PLAQUES

#### Annual Forest Civil Rights Award - Payette National Forest

The Payette Forest developed a Forest Day Care Program and is actively involved in the Shadow Program, an outreach effort which gives students the opportunity to accompany Forest employees as they do their jobs. The Forest has initiated a program to remove barriers, increase access and create employment opportunities for people with disabilities. The Forest Fire Branch was instrumental in coordinating the Forest's annual Civil Rights Day, which gave employees a chance to increase their understanding of diversity, recruitment, and career development. The Forest shows outstanding commitment to reaching the goals in the Forest Diversity Action Plan. Recruitment efforts and placement of several women and minorities on the Forest attest to that commitment.

#### Annual Regional Office Staff Civil Rights Award - Engineering Leadership Group

The Engineering Leadership Group has designed a program for accomplishing its diversity goals and objectives. Engineering published a "Diversity Issues and Opportunities" Report. Through networking and individual actions, the staff has significantly increased its number of women and minorities. There is optimism that the trend will continue as Engineering employees actively proceed in their outreach efforts.

### INDIVIDUAL AND GROUP AWARDS

#### Bridger-Teton National Forest Civil Rights Action Team (Forest Plaque)

"Action" was its motto as the Bridger-Teton Civil Rights Action Team developed the Forest's Civil Rights Program. Diversity and pluralism in the workplace were central themes of the Forest's 1995 Work Diversity Plan. The Team also designed an area for displaying special emphasis observances, such as Black History Month and National Hispanic Week. Team members have actively participated in outreach and recruitment efforts, resulting in positive steps towards reaching the Forest's diversity goals.

#### CLAIR C. BEASLEY, Deputy Regional Forester-Administration (Certificate of Merit with Cash Award)

Clair has aggressively and unceasingly dedicated much effort toward strengthening the Intermountain Region by acquiring an integrated and balanced workforce. He has been instrumental in recruiting highly qualified women and minorities for vacant Administrative Staff Director positions. As Deputy Regional Forester, he is in a position to motivate and encourage those who report to him by setting a good example in recruiting and utilizing employees for a diverse and healthy workforce. Clair's continued support of the Civil Rights Action Team is very much appreciated.

#### JACK W. McDONALD, Regional Office, Planning and Budget (Certificate of Merit with Cash Award)

Jack is recognized for his positive attitude towards Civil Rights. He supports career development of his employees and gives them outstanding opportunities for experiences and training. He believes in advancing women and minorities and takes positive steps to accomplish that goal.

#### ROBERT H. MARTIN, Salmon National Forest - (Certificate of Merit with Cash Award)

Bob has done outstanding work with the Shoshone-Bannock Indian Tribe in Idaho. His significant efforts resulted in the Salmon National Forest hiring over 20 Native Americans through the TERO Program, JTPA, and regular seasonal hiring. Through Bob's efforts to motivate and encourage, several of these employees have decided to pursue an education in natural resources. Bob is sensitive and caring, as evidenced by the large number of seasonals who return to the Forest year after year.



# PERSONNEL

## **RICKY E. BRAZELL, Ashley National Forest - (Certificate of Merit with Cash Award)**

Ricky has been very active in Civil Rights for many years. He championed the establishment of an Ashley National Forest special emphasis program for people with disabilities. He organized a field trip for those people, involving several federal and state agencies in the effort. He established a network to further facilitate increased access and opportunities for people with disabilities.

## **RICHARD M. FOSTER, Payette National Forest (Certificate of Merit with Cash Award)**

Dick has been instrumental in planning and implementing a successful affirmative action program on the New Meadows Ranger District. This program has allowed several temporary employees to acquire valuable professional skills that significantly increase their chances for permanent employment. Dick has actively recruited and hired qualified affirmative action candidates, thereby contributing to the Forest's diversity goals.

All of this year's nominees were recognized with a Certificate of Appreciation:

- Joe Bistrski, Clark Tucker, and Darrell Johnson, Ashley National Forest
- Frank Carroll, Boise National Forest
- Cliff Stephenson, Boise National Forest
- Ed Allen, Payette National Forest
- Jeanne Felmy, Payette National Forest
- Tronnie Loseke, Jimmie Ruska, Al Becker, Pam Gardner, Jim Arp, and Dave LeClair, Payette National Forest
- Fire Branch, Payette National Forest
- McCall Smokejumpers, Payette National Forest
- Rich Rodgers, Salmon National Forest
- Zeke Zimmerman, John Borton, Brent Thomas, and Bob Wildman, Sawtooth National Forest
- Robert Easton, Uinta National Forest
- Jon Leonard, Regional Office Engineering

Ed Waldapfel, Sawtooth National Forest, and Frank Carroll, Boise National Forest, received Certificates of Merit and cash awards for their contributions to a "package" to make all Regional employees aware that CRAT is "Making a Difference" in their lives and in their ability to better serve the public.

Ed and Frank assisted with a brochure and presentation outline and produced a video which are the components of the "awareness package." There was a three-fold objective in producing the video:

1. To increase awareness about CRAT;
2. To orient new CRAT members; and
3. To create interest in CRAT for future recruitment of new Team members.

The scenes and script that Ed and Frank included in their quality video do that and more. The video promotes Civil Rights in a positive, encouraging way.

Your R-4 CRAT members look forward to exciting challenges and changes in the 1990's and beyond! CRAT appreciates the support and contributions of each of you. "All together now"—let's succeed in meeting the human rights and services program goal for the Region, which is to attract and nurture a capable, diverse workforce in a caring, healthy, productive work environment.

Deanna L. Mendiola  
Chairperson, Region 4 Civil Rights Action Team

A footnote to this year's CRAT awards came after the presentations at St. George. John Lupis, Regional Director of Engineering, redesigned the Intermountain Civil Rights lapel pin and then bought one for each 1990 award nominee and recipient. John's initiative and thoughtfulness added an extra special touch. CRAT thanks John for this memento and for "making a difference."



## **STEWARDSHIP AWARD FINALIST**

*The Air Resource Program on the Bridger-Teton National Forest recently received national recognition as a 1990 finalist for the Chief's Stewardship Award.*

*Specifically, the Forest was recognized for outstanding stewardship leading to conservation of soil, water, and air resources in the Bridger Wilderness on the Pinedale Ranger District. Key players were: Al Galbraith, Forest Hydrologist, and Cheryl Harrelson, Clem Rawlins, Kurt Nelson, and Ranger Bob Reese from the Pinedale Ranger District.*

*In 1989, the Pinedale Ranger District was awarded the National Primitive Skills Award for using primitive skills in collecting baseline air quality data, such as acid deposition and visibility, in the Bridger Wilderness.*

*Clif Benoit, Regional Air Resource Program Manager, said the Bridger Wilderness Air Resource Program is recognized internationally and has served as a catalyst for air quality programs in other state and federal land management agencies.*



# PERSONNEL

## Awards

### REGIONAL OFFICE

(The following Regional Office awards were made between October 1, 1990, and February 2, 1991.)

#### Cash

JONNIE L. VALDEZ, Cartographic Technician, E - \$150 for initiative and individual effort in assisting with field targeting and aerial photography projects.

MATT W. HARMAN, Airplane Pilot, A&FM - \$150 for initiative and individual effort in fulfilling a wide variety of flying assignments necessary for timely response to requests for aerial photography.

GLEN L. BARON, JR., Landscape Architect, E - \$250 for sustained superior performance as a member of the Intermountain Region Facilities Engineering Group.

MAX EWING, Computer System Analyst, E - \$250 for sustained superior performance as a member of the Engineering Systems Group and for increasing the understanding and use of automated methods in the Engineering workforce.

LEANN W. TRACY, Payroll Clerk, E - \$500 for sustained superior performance.

GLENDA W. MOORE, Computer Assistant, P&B - For outstanding performance in 1990.

HUGH G. PANGMAN, Forest Plan Appeals Manager, P&B - For efforts on the Three Region Anadromous Fish Policy and Implementation Group.

RALPH E. WILLIAMS, Boise Field Representative, FPM - For sustained superior performance as Acting Group Leader for FPM 2/90-5/90 and for leadership in directing the Regional FPM Program and completing the economic analysis.

GARY D. MCDANIEL, Cartographic Technician, E - For sustained superior performance in map updating activities.

DONALD C. STITT, Cartographic Technician, E - For personal initiative and success in applying automated method in accomplishing unit goals.

KENT H. BINGHAM, Civil Engineer, E - For sustained superior performance in his duties as the Regional Environmental Engineer.

DAVID C. GEORGE, Cartographer, E - For sustained superior performance as a member of the Intermountain Region GIS Advisory Committee and for responsiveness to a variety of GIS-related requests and issues.

JAMES R. TRENHOLM, Highway Engineer, E - For speaking skills attained through presentation of 10 speeches in the Regional Office Speakeasies organization.

WILDEN W. MOFFETT, Architect, E - For sustained superior performance.

JOHN F. OWEN, Supervisory Contract Specialist, AS - In recognition of able participation in developing and awarding the DC-3 turbine conversion contract.

SUE M. GREEN, Supervisory Office Manager, E - For sustained superior performance.

LYNN H. WIESE, Supervisory Cartographer, E - For sustained superior performance in applying new technology in remote sensing and photogrammetry.

RICHARD B. OTTESEN, Supervisory Accountant, F&PS - For laying the groundwork, establishing the standards and analyzing the workload for the renewed Region 4 special use audit program during 1989 and 1990.

GEORGE M. TAGGART, Group Leader, Resource Accounting, F&PS - For conducting an aggressive and thorough audit of commercial special use operations in Region 4 which has resulted in additional billings of \$1,074,990.

SHANE A. BELLISTON, Engineering Technician, E - \$250 for sustained superior performance in using computer-aided design and drafting methods.

RICHARD J. BIRD, Structural Engineer, E - \$250 for sustained superior performance as a tramway and ski lift engineer.

RONALD A. BRODERIUS, Cartographer, E - \$150 for sustained superior performance in providing special map and graphics products in support of Regional goals.

SHANE A. BROWN, Electrical Engineer, E - \$250 for sustained superior performance as a member of the Intermountain Region Facilities Engineering Group.

RICHARD L. BRYNER, Illustrator, E - For sustained superior performance in providing special map and graphics products in support of Regional goals.

GEORGE E. CHRISTOPHER, Cartographic Technician, E - \$150 for initiative and individual effort in assisting with control planning and serving as camera operator on aerial photography projects.

VERL N. CREAGER, Supervisory Cartographer, E - \$150 for successfully converting software programs to meet specific needs and for developing information booklets for various automated processes for field personnel.

GARY W. GIBBONS, Architectural Technician, E - \$250 for sustained superior performance in using computer-aided design and drafting methods.

CRAIG H. GREENE, Civil Engineer, E - \$250 for sustained superior performance as a member of the Intermountain Region Facilities Engineering Group.

JERRY JACOBY, Aerial Photographer, E - \$150 for sustained superior performance in filling a wide variety of aerial photography requests in a responsive manner.

BILLY G. KEITH, Civil Engineering Technician, E - \$500 for sustained superior performance as a member of the Intermountain Region Bridge Engineering Group.

ELIZABETH M. KING, Geomaterials Clerk, E - \$250 for sustained superior performance as a member of the Intermountain Region Engineering Mapping and Graphics Group.

STANLEY E. MCGREW, Supervisory Airplane Pilot, A&FM - In recognition of able participation in developing and awarding the DC-3 turbine conversion contract.

RIDLEY P. LIFSEY, Cartographic Technician, E - \$150 for sustained superior performance in providing special map and graphics products in support of Regional goals.

DEBBIE D. MARTINEZ, Office Management Assistant, E - \$150 for performance of additional duties including moving more than 800 files and purging more than 60 Employee Development Folders.

TAMRA J. MONTORO, Clerk Typist, E - \$150 for high performance in staff property management and completion of the Engineering Property Inventory and a special effort in preparing the R-4 Cost Estimating Guide for road construction.

PATSY K. O'DONOVAN, Cartographic Technician, E - \$150 for superior contribution to the success of the U.S. Board of Geographic Names Centennial celebration exhibit.

KEN L. PAGE, Civil Engineer, E - \$250 for sustained superior performance in duties as program assistant to the Regional Facilities Engineer.

KATHRYN L. PAROZ, Budget Assistant, E - \$250 for extra effort and responsiveness in coordinating the Engineering staff budget.

JOHN A. REHMER, Computer Operator, E - \$150 for personal initiative and success in applying automated methods to accomplish unit's goals.

JON K. SCHNARE, Civil Engineer, E - \$225 for speaking skill attained through presentation of 10 speeches in the Regional Office Speakeasies group.

WILLIS C. SELF, III, Hydraulics Engineer, E - \$250 for sustained superior performance.

STEVEN R. WINWARD, Cartographer, E - \$250 for initiative and individual effort in applying automated methods in producing photogrammetric products.

GARY OTWELL, Mail Clerk, IS - \$150 for providing extra support and assistance to Engineering in assuring the success of the U.S. Board on Geographic Names Centennial exhibit.

SANDRA S. CARLSON, Applications Clerk, R&W - \$500 for sustained high quality performance in carrying out her duties and for giving the extra effort needed to sustain high level staff output and production.

MICHAEL E. COLLETTE, Hydrologist, R&W - \$500 for sustained high quality performance in carrying out his duties and for giving the extra effort needed to sustain a high level staff output and production.

DIANE M. HADLEY, Clerk Typist, R&W - \$500 for sustained high quality performance in carrying out her duties and for giving the extra effort needed to sustain high level staff output and production.

BERNICE L. HAMPTON, Supervisory Management Assistant, R&W - For sustained high quality performance in carrying out the duties of her position and for giving the extra effort needed to sustain high level staff output and production.

WAYNE G. PADGETT, Ecologist, R&W - \$500 for sustained high quality performance in carrying out the duties of his position and for giving the extra effort needed to sustain high level staff output and production.

SUSAN L. PREECE, Computer Program Analyst, R&W - \$500 for sustained high quality performance in carrying out the duties of her position and for giving the extra effort needed to sustain high level staff output and production.

MINDI SANDERS, Clerk Typist, R&W - \$500 for sustained high quality performance in carrying out the duties of her position and for giving the extra effort needed to sustain high level staff output and production.

TINA S. MILDON, Procurement Assistant, AS - \$200 as recognition of her able participation in developing and awarding the DC-3 turbine conversion contract.

ANN S. ALLAN, Clerk Typist, P&B - \$350 for outstanding service to the Regional Office employees in making TQM awareness sessions a quality experience.

ANN S. ALLAN, Clerk Typist, P&B - \$250 for continuous outstanding performance.

THELMA M. SHINNEY, Conveyance Clerk, R&L - \$500 for outstanding personal effort and superior quality of work in the completion of reviewing and updating an estimated 5,600 files of land acquisition cases.

ROBERT L. MATHIASSEN, Plant Pathologist, S&PF - \$800 for leadership in planning and establishing the westwide permanent plot project for validation of pest models.

JAMES HOFFMAN, Plant Pathologist, S&PF - \$250 for organizing a recycling drive and incorporating tree planting opportunities in the Idaho Centennial celebration.

RICHARD H. PINE, Public Affairs Specialist - \$400 for leadership in developing and publishing the "State and Private Forestry in the Intermountain Region" brochure.

JAMES J. ARNOTT, Computer Specialist, INT - An S&PF award for \$500 for his dedication in helping the Ogden Field Office, Ogden Ranger District and RWU's 4501 and 4801 achieve their goal of making high quality graphics a routine procedure.

SHERRIE A. SALAZAR, Secretary, RF - For outstanding performance in FY 1990.

MARY SPENCER, Regional Dispatcher, A&FM - For outstanding performance far exceeding the duties of her position.

RONALD R. BELL, Aviation Management Officer, A&FM - \$400 for his able participation in developing and awarding the DC-3 turbine conversion contract.

WILLIAM GLEN PARKER, Accountant, F&PS - \$1,000 for conducting an aggressive and thorough audit of commercial special use operations in R-4 which has resulted in additional billings of \$1,074,990.

IRENE E. VOIT, Technical Information Specialist, INT - For providing timely and useful information quickly and at a minimal cost to the Forest Service, which assisted R-4 in financial analysis.

BONNIE JACQUES, Clerk Typist, P&B - For continuous outstanding performance.

LARELIA F. JONES, Employee Relations Specialist, PM - For outstanding performance in all elements of her position during FY 1990.

### Quality Increase

GARY OTWELL, Mail Clerk, IS - For outstanding performance of mailroom duties and continually going out of his way to be friendly and helpful.

### CARIBOU NATIONAL FOREST

#### Quality Step Increase

JULIE K. KING, Range Conservationist, Montpelier RD - For superior performance while Acting Program Manager for an extended period of time.

### CHALLIS NATIONAL FOREST

#### Cash

CHARLES E. MABBOTT, Forestry Technician, Middle Fork RD - For outstanding performance in the River and Wilderness Programs on the District.

### DIXIE NATIONAL FOREST

#### Cash

RONALD RODRIGUEZ, Wildlife Biologist, SO - For exemplary achievement in developing and applying integrated resource management and old-growth definition to Forest resource programs.

BESSIE PERKINS, Accounting Technician, SO - For her outstanding ability and willingness to perform duties.

ARLENE HEAP, Accounting Technician, SO - For her outstanding ability and willingness to perform duties.

BRIAN FERGUSON, Forester, SO - For exemplary achievement in developing and applying integrated resource management and old-growth definition to Forest resource programs.

### MANTI-LA SAL NATIONAL FOREST

#### Quality Increase

CHARLENE MCDUGALD, Support Services Specialist, Price RD - For performing her duties at an outstanding level.

### PAYETTE NATIONAL FOREST

JEANNE FELMY, Forestry Technician, Weiser RD - For leadership and innovation in developing and implementing programs on the Forest.

### SALMON NATIONAL FOREST

#### Cash

REBECCA F. COTHMAN, Recreation Outdoor Planner, Cobalt RD - For performance exceeding normal requirements over a sustained period.

CORNELIA H. HUDSON, Forester, Cobalt RD - For coordinating and expediting the preparation of high quality personal use firewood map and permit.

### TARGHEE NATIONAL FOREST

#### Group

BRENT PORTER, Palisades Assistant District Ranger; RONDA HAMMER, Resource Clerk, SO; ROBERT KIRKPATRICK, Civil Engineer, SO; DEE SESSIONS, Ashton Assistant District Ranger; and KIMBERLY JOHNSON, Wildlife Biologist, Dubois RD - For developing a sound review and analysis process that has allowed the Forest to develop a workforce management strategy that will allow reacting to anticipated changes in program direction and budgets with little or no disruption of employees.

ALISSA L. WILSON, Civil Engineering Technician; THOMAS C. DILLON, Forester; MIKE C. ALFIERI, Forestry Technician; DAVE STRICKLAND, Natural Resource Specialist; RUSH E. HARDIN, Forester; RODNEY D. DYKEHOUSE, Forestry Technician; JILL D. KELLY, Wildlife Biologist; and RICHARD E. WELCH, Wildlife Biologist, Island Park RD - For developing a sound review and analysis process that has allowed the Forest to develop a workforce management strategy that will allow reacting to anticipated changes in program direction and budgets with little or no disruption of employees.

#### Cash

THOMAS S. GELATT, Wildlife Biologist, Island Park RD - For efficient, effective coordination and execution of a rescue operation involving night extraction of two Forest Service employees who were mired in deep snow in the bottom of a canyon.



# PERSONNEL

## Editorial Policy— Intermountain Reporter

The following editorial policy reflects the Regional Forester's desire to produce a quality Regional newsletter that enhances internal communications and helps make the Intermountain Region a good place to work.

1. Articles in the Intermountain Reporter will feature people.
2. Each issue will attempt to contain something about each National Forest within the Region.
3. The Regional Forester's message will express his current feelings regarding situations within the Region.
4. The content of the Reporter will be consistent with Forest Service policy.
5. All submissions must be delivered to the Editor by the 10th of the month prior to the desired publication date.
6. Articles should be sent to the Editor on DG (Editor:R04A). Photos to accompany text may be sent to the Editor separately.
7. Articles should not exceed 800 words in length.
8. Photos should be black and white.
9. All articles are subject to editing.
10. Not all articles that are submitted will be printed.
11. The Editor has final say over content.

**PETER V. SANDA**, Forestry Technician, Island Park RD - Due to a change in personnel, he was required to accomplish many assignments beyond his normal duties. His knowledge of data bases and flexibility in scheduling proved invaluable during a time of challenging workload on the District.

**DAVID R. SLEIGHT**, Dubois Assistant District Ranger - For working with subordinates to reduce tree planting costs during the 1990 season.

**JOHN A HOUSE**, Forestry Technician, Ashton RD - For superior levels of performance exceeding expectations both in quality and quantity throughout the year.

**THOMAS H. KIVIOJA**, Forestry Technician, Island Park RD - For his consistently dedicated effort and ability. He exceeded the expected acre target for stocking surveys by 35% during his first year of employment.

**DEAN R. HATHAWAY**, Civil Engineering Technician, SO - For providing exceptional customer service in developing the TQM process on the Forest.

**RANDALL R. FREDERICKSEN**, Equipment Operator Leader, SO - For keeping the Forest's road maintenance forces intact while accomplishing 85% of the Forest's road construction target.

**ELLEN SPICKERMAN**, Hydrologist, Palisades RD - For providing exceptional customer service and going the extra mile in creating a positive image to our external customers.

### Quality Step Increase

**RICHARD ROBERSON**, Forester, Teton Basin RD - For superior performance in planning and implementing the District's silvicultural and reforestation program and also for efforts in assisting the District in accomplishing more than 92% of the Forest Plan objectives (acres harvested) during the past 10 years.

**LARRY K. MILLER**, Forestry Technician, Teton Basin RD - For superior performance in planning and implementing the District's timber sale program and for assisting the District's timber sale program in accomplishing more than 92% of the Forest Plan objectives (acres harvested) during the past 10 years.

**DOUG R. BEAL**, Forester, Teton Basin RD - For superior performance in planning and implementing the District's timber and reforestation programs and for assisting the District timber program in accomplishing more than 92% of the Forest Plan objectives (acres harvested) during the past 10 years.

## Roll Call

### REGIONAL OFFICE

#### Promotion

**BETSY RICKARDS**, Land Use Planning Specialist, P&B, from Land Management Planning Specialist, Siskiyou NF, R-6

#### Reassignment

**LORRIE MEIER**, Minerals Leasing Assistant, MAM, to Claims Examiner, F&PS

### ASHLEY NATIONAL FOREST

#### Promotion in Place

**GARY M. STOLZ**, Supervisory Visitor Information Specialist, Flaming Gorge RD

#### Reassignment

**M. EULA WISE**, Support Services Specialist, SO, to Purchasing Agent, SO

### BOISE NATIONAL FOREST

#### Promotions

**ETHEL HILL**, Procurement Clerk, SO, to Procurement Assistant, SO

**CHARLES SHOWERS**, Supervisory Civil Engineer, Idaho City RD, to Supervisory Civil Engineer, Payette NF

**RICHARD CHRISTENSEN**, Supervisory Civil Engineer, SO, from Civil Engineer, Mt. Baker-Snoqualmie NF, R-6

#### Promotions in Place

**JOAN WREN**, Accounting Technician, SO

**GERALD SZYMANIAK**, Range Technician, Emmett RD

#### Reassignments

**NELDA MONTGOMERY**, Procurement Assistant, SO, to Procurement Assistant, Geomtronics Service Center

**JANET SHORTHOUSE**, Clerk Typist, Intermountain Research Station, to Information Receptionist, Boise RD

**ROBERT LOKKER**, Forestry Technician, Cascade RD, to Forester, Bitterroot NF

### BRIDGER-TETON NATIONAL FOREST

### CARIBOU NATIONAL FOREST

#### Promotion

**SHANDA S. FALLAU**, Student Trainee Fishery Biologist, Montpelier RD, to Fishery Biologist, Montpelier RD

### CHALLIS NATIONAL FOREST

#### Promotion

**JUDY L. SMITH**, Business Management Assistant, Middle Fork RD, to Support Services Specialist, Middle Fork RD

#### Promotion in Place

**JIMMIE G. JAMES**, Information Receptionist, SO

### DIXIE NATIONAL FOREST

#### Appointment

**JANET NELSON**, Personnel Clerk, SO

### FISHLAKE NATIONAL FOREST

### HUMBOLDT NATIONAL FOREST

### MANTI-LA SAL NATIONAL FOREST

### PAYETTE NATIONAL FOREST

#### Appointments

**CATHERINE PETZAK**, Information Receptionist, SO

**NATHANIEL BEGAY**, Coop-Ed (Forestry), Council RD

#### Promotion

**WAYNE REYNOLDS**, Forestry Technician, Escalante RD, Dixie NF, to Forestry Technician (Scaler), SO

#### Promotions in Place

**LEE ANN KESLER**, Resource Clerk-Typing, Council RD

**JOYCE STECKMAN**, Support Services Supervisor, New Meadows RD

**CLIFFORD ARTHUR**, Computer Programmer Analyst, SO

#### Reassignments

**CHERYL SMULL**, Manpower Development Specialist, R-5 (RO), to Forest Supervisor's Secretary, SO

**SUNDI HOOD**, Forestry Technician, McCall RD, to Forestry Technician, Lowman RD, Boise NF

### SALMON NATIONAL FOREST

#### Promotion in Place

**ESTHER H. MUND**, Support Services Supervisor, SO

### SAWTOOTH NATIONAL FOREST

### TARGHEE NATIONAL FOREST

#### Appointments

**GAIL M. WORDEN**, Wildlife Biologist, Ashton RD

**JAMES H. TAUBMAN**, Forester, Ashton RD

#### Promotion

**EVELYNN HURT**, Supervisory Personnel Assistant, SO, to Personnel Management Specialist, SO

#### Promotions in Place

**MARK MOULTON**, Hydrologist, SO

**ROBERT M. KIRKPATRICK**, Civil Engineer, SO

**DOUGLAS H. PAGE**, Forester, Ashton RD

**SUSAN L. HEALD**, Forester, Ashton RD

**RONALD T. HURT**, Forestry Technician, Ashton RD

#### Reassignments

**JUAN BARBOSA**, Administrative Officer, Oak Knoll RD, Klamath NF, to Personnel Management Specialist, SO

**ELLIS GARDNER**, Civil Engineering Technician, SO, to Safety and Occupational Health Specialist, SO

**MELISSA JENKINS**, Forestry Technician, Island Park RD, to Forester, Island Park RD

### TOIYABE NATIONAL FOREST

#### Promotion


**ROBERT VAUGHT**, Austin District Ranger, to Deputy Forest Supervisor, Tongass NF, Alaska

### UINTA NATIONAL FOREST

### WASATCH-CACHE NATIONAL FOREST

#### Tracking Former Region 4'ers:

**WIN GREEN**, Endangered Species/Animal Damage Control Specialist in the Regional Office Wildlife Staff in 1977, has been named the Supervisor of the Clearwater National Forest in Region 1.



**Intermountain Reporter**

*Published for Forest Service employees and retirees by the Public Affairs Office, Intermountain Region, Forest Service, U.S. Department of Agriculture—Federal Office Bldg., 324 25th Street, Ogden, Utah 84401.*

*Colleen Anderson, Editor  
Susan McDaniel, Design and Layout*

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# HISTORY

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UNITED STATES DEPARTMENT OF AGRICULTURE  
FOREST SERVICE  
FEDERAL OFFICE BUILDING  
324 25TH STREET  
OGDEN, UTAH 84401

THIRD-CLASS BULK RATE MAIL  
Postage and Fees Paid  
USDA FOREST SERVICE  
Permit No. G-40

TO:

## Women in the Workplace

*The week of April 22 was set aside nationally to recognize a special segment of the workforce—the Secretaries. In their honor, we offer this historical note.*

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### FORTY YEARS AGO

*The Washington School for Secretaries had this advice: "A secretary to a woman executive should keep a notebook of the clothes her employer wears . . . so that the boss's wardrobe can be properly rotated." Clothes monitoring skills on a resumé? Luckily such skills are no longer a job requirement for secretaries or CEO's.*

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### IN THE EARLY FOREST SERVICE

*Washington Office Historian Terry West says that it is not easy to identify the first woman in the Forest Service. The second one was (Mrs.) Edna (Frost) Crocker. She was hired as the "second Stenographer" on December 12, 1898. Terry thinks that the first was also a woman . . . but only men were allowed to be Secretaries from the beginning years of the industrial revolution until the latter part of the 19th century.*

*Mrs. Crocker started 5 months after Gifford Pinchot took office at the Division of Forestry. She was the Chief's Secretary from Pinchot to Lyle Watts (1943) and retired in 1944 after 46 years. She died in 1980 at age 103.*